

<b>Subject:</b> Unbudgeted Projects Requested by Council Members	<b>Number:</b> 6-1
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish a uniform policy for costing and funding unbudgeted special projects, minor capital, and other expenses requested by members of the City Council.

## Policy

An unbudgeted special project is a project, such as a building modification or an electrical installation, which would be performed by or under the auspices of the Department of Administrative Services, for which no current appropriation exists.

An unbudgeted minor capital acquisition is an acquisition of a minor capital asset, such as a chair, table, calculator, picture frame, etc., for which no budget currently exists.

Other expenses include any unbudgeted items such as travel, meals, gifts, printing, banners, plaques, T-shirts, artwork, mailings, receptions, etc.

Discretionary budgets refer to the seven budgets allocated to each member of Council. These budgets are restricted to expenditures that benefit the individual Council Member's district activities or the activities of the Mayor's Office.

City Council and Mayor operating budget refers to the eighth budget, which contains appropriations of a general or City-wide nature.

Council special project contingency refers to an appropriation established for unforeseen activities in the City Council and Mayor operating budget.

## Procedures

1. The Chief Administrative Officer or designee will review all requests by members of Council for the acquisition of any items or services to determine whether they are authorized within current appropriations.
2. The Chief Administrative Officer or designee will follow the established policies and procedures to obtain cost estimates for any unbudgeted special project or minor capital request from a member of the City Council. The Chief Administrative Officer or designee will attempt to determine the costs for "other expenses" items or services from the vendor for items under

\$6,500 or from the Purchasing Division of the Department of Administrative Services for items over \$6,500.

3. After obtaining the cost estimate, the Chief Administrative Officer or his designee will advise the member of Council whether the requested item or service is currently budgeted, and if it is not, whether sufficient "savings" can be found in that member of Council's discretionary budget.
4. After being advised by the Chief Administrative Officer or his designee that no current appropriation exists, the member of Council will provide an explanation of the need for the item or service. If the member of Council wishes to fund the expenditure from other than his or her discretionary budget, an explanation of how the expenditure is of general benefit must be provided to the Chief Administrative Officer or his designee.
5. Once the cost is known, one of the two following methods of funding approval must be used:
  - a. A budget Appropriation Transfer (AT) request form should be processed for any unbudgeted item that is to be funded from an individual member of Council's discretionary budget. The member of Council should sign in the "Division" signature block. The "Department" signature block should be signed by the Chief Administrative Officer or his designee.
  - b. The Chief Administrative Officer or his designee should contact the Budget and Management Studies Division, if the proposed funding source is either (1) the Council Special Projects Contingency, or (2) the General Contingency. Upon receipt of a draft Council agenda item, the Budget and Management Studies Division will prepare a Council resolution providing appropriations for the proposed expenditure. A resolution affecting the Council Special Project Contingency must be adopted by the affirmative votes of at least four Council Members. A resolution affecting the General Contingency must be adopted by the affirmative votes of at least five Council Members.

<b>Subject:</b> Procedure for Naming or Renaming City Facilities	<b>Number:</b> 6-2
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

The Municipal Code of the City of Fresno establishes that City Council shall have the power to name and rename public facilities following a public hearing noticed and held in accordance with regulations promulgated by the Chief Administrative Officer. This Administrative Order formally outlines and establishes this procedure.

## Procedures

The Council shall name or rename a City facility in accordance with the following procedure:

1. Any resident of the City may request that a City facility be names or renamed by submitting a written request to that effect to the Chief Administrative Officer. The requesting resident shall include a written report, addressed to the Council, listing the reasons why the City facility should be named or renamed as requested.
2. The Chief Administrative Officer will inform the Council of any written request from any resident of the City to name or rename a City facility within a reasonable time after such request is received.
3. The Council shall either deny or accept the request to initiate the naming or renaming of the City facility. If the Council denies such request, that decision shall be final.
4. If the Council approves the request to initiate a name change, the Council shall set a date and time for a public hearing to consider the naming or renaming of a City facility.
5. The City Clerk shall give notice of the date, time and place of the public hearing for Council consideration of the request by publication in a newspaper or general circulation in this City at least 15 days prior to the date of such hearing.
6. The Council shall consider the request on the date and time set by it for a public hearing, provided that such hearing may be continued from time-to-time by the Council. Any person may address the Council for the purpose of giving additional comments in the naming or renaming of the City facility under consideration.
7. The decision of the Council to name or rename a City facility shall be implemented by the adoption of a resolution naming or renaming the facility. The decision of the Council shall be final.

8. The Council may directly accept or make a request to name or rename a facility and act upon the matter, without complying with the above procedure, if the Council finds the action is necessary and appropriate. Such request shall be made at a regular Council meeting and the matter shall be listed on the agenda.

<b>Subject:</b> <b>Use of City Facilities &amp; Equipment (Including Use for Political Activities)</b>	<b>Number:</b> 6-3
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish rules and regulations regarding the use of City facilities and equipment for political activities.

## Procedures

The term "City facilities," as used in this Administrative Order, shall not include the Convention Center or Neighborhood Centers.

The following regulations apply to the use of City facilities:

1. Field facilities and equipment may not be used by any non-City organization or for any non-City function. Use of field facilities and equipment by City organizations for City-related functions may occur only with the consent of the department operating the facility.
2. Organizations, political or non-political, may use City facilities, excluding field facilities, only when the facility is made available to all parties and organizations on an equal basis, including rent or use fees, if applicable, and such use does not conflict with other City activities.
3. Use of certain City facilities may be restricted in order to provide availability of such facilities for primary use by City staff.
4. Government agencies, such as the State or other political subdivisions and special districts, will not be required to pay a fee for the use of City facilities.

All other organizations will be required to reimburse the City for the use of facilities and/or equipment, according to a schedule of fees established in the Master Fee Schedule. Political organizations will pay established commercial rates.

5. In special cases, the Director of Transportation shall have the authority to designate specific sites at Fresno Yosemite International Airport and Chandler Field for public purpose use.

The term "field facilities," as used in the Administrative Order, shall include, but not be limited to, fire stations, the Wastewater Treatment Plant, water yard, police dressing stations, the Municipal Service Center, and any other non-City Hall facility designated as a work station for City employees.

<b>Subject:</b> Correspondence by City Departments to Outside Parties	<b>Number:</b> 6-4
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

1. To establish a maximum deadline for the answering of all correspondence directed to City departments, other than form letters.
2. To establish a policy regarding the signing of all correspondence directed to outside parties.

## Procedures

1. All correspondence, other than form letters, directed to City departments shall be answered within three working days of receipt.
2. If the matter cannot be answered immediately, an acknowledgment should be mailed to the interested party and a reply should be prepared as soon afterwards as possible.
3. If a definite answer has not been given with the first letter, a copy of the above letter should be placed in a follow-up file in order to assure that the letter is answered with a definite decision reply.
4. Department directors will use their own discretion in determining which positions shall be authorized to sign outgoing correspondence. Determinations as to what form outgoing correspondence will take will also be made by the department directorss.

<b>Subject:</b> Personal Use of Telephone	<b>Number:</b> 6-5
<b>Responsible Department:</b> City Manager	<b>Date Issued/Revised:</b> December 1, 1998
	<b>Approved:</b>

## Purpose

1. To establish a uniform policy and procedure for the personal use of City telephones.
2. To establish a policy regarding the handling of all incoming telephone calls.

## Procedures

1. All employees are instructed to refrain from using City telephones for personal reasons, except under emergency conditions. Personal calls are time-consuming and, therefore, costly to the City, which in turn may result in criticism of the departments of the City.
2. In order to ensure the complete and proper handling of telephone calls received by the various departments, department directors shall institute procedures regarding the returning of outside calls and the follow-up of return calls that have not been completed on the first attempt.

<b>Subject:</b> Release Time Policy for Employee Retirement Board Members	<b>Number:</b> 6-6
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To fulfill their fiduciary obligations to the Retirement Systems, it is essential that elected or appointed employee Retirement Board members attend Retirement Board meetings, Committee meetings, retirement-related conferences, investment-related advisory meetings and conduct on-site visitations as part of the Boards' due diligence evaluation of proposed and current providers of services.

To fulfill their fiduciary obligations, each employee Board member must be allowed sufficient release time from work duties to fulfill his or her Board responsibilities. This policy is intended to establish the necessary policies, procedures and guidelines for release time of employee Board members.

## Policy

1. It is the policy of the City of Fresno to allow employee Board members release time from work duties to attend noticed Board and Committee meetings appropriate, due diligence site evaluations of proposed and current providers of services, and appropriate retirement-related conferences.
2. Employee Board member release time will be fully reimbursed by the Retirement Systems to hold the departments harmless from any financial impact.

## Procedures

1. Elected or appointed employee Board members are authorized to attend all noticed Board and Committee meetings.
2. Authorization for release time for conferences, training or due diligence site visitations.
  - a. The employee Board member must submit a written request for release time to his or her department director, and should use best efforts to provide such notice not less than thirty (30) days before the requested travel date. The department director shall use best efforts to respond to the employee within seven (7) days of receipt of the request.
  - b. Should the department director deny a request, the employee Board member and the department director shall meet to discuss the issues relating to the denial of the release of time. If the parties are unable to resolve the issues, they will meet with the Chief Administrative Officer for a final determination of the issues.



- c. The conferences, training and due diligence site visitations for which paid release time is sought, must be related and necessary to the Board member's fulfilling his or her fiduciary obligations to the System.

<b>Subject:</b> Acceptance of Gifts and Rewards	<b>Number:</b> 6-7
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish a City-wide policy regarding the acceptance of gifts and rewards.

## Policy

It is the policy of the City to prohibit any employee from accepting gifts or rewards from an outside source or vendor on an individual basis for individual use.

## Procedures

1. It will be permissible for departments to accept small gifts, T-shirts, hats (caps), food or candy, provided the gift is readily available to all division/departmental employees, or each division/departmental employee has equal opportunity to receive such gift as a prize at a division/department gathering, such as a Christmas luncheon, etc.
2. These small gifts must not include alcoholic beverages or tobacco products.
3. Violations will result in severe disciplinary action up to and possibly including dismissal.

<b>Subject:</b> Participative Management Program	<b>Number:</b> 6-8
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To provide for participative management programs and activities in all departments.

## Policy

It is the policy of the City of Fresno that there be a participative management philosophy, program and procedure that will allow for input by and inclusion of employees in all departments, at all levels (management and non-management), in the problem-solving and decision-making processes of the City of Fresno. Employees' time and participation, and use of resources in these programs, must be structured and have received prior department approval.

## Procedures

1. All employee participants in participative management activities, i.e., Quality Circles, etc., be allowed a minimum of one hour per week to participate in such activities.
2. Sufficient management employee time be allotted for participation in such activities, i.e., management presentations, supervisor leader/facilitator training and participation, etc.
3. Where and when applicable, City equipment and resources may be used for participative management activities.
4. Within the elements of Quality Circles, the policies and procedures as established and administered by the steering committee shall be adhered to by all participants.

<b>Subject:</b> Idea\$ Pay	<b>Number:</b> 6-8.1
	<b>Date Issued/Revised:</b> October 18, 1999
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To provide a City-wide program that encourages, fosters and promotes the development, submittal and implementation of individual/team-based employee ideas that increase the City' s efficiency, service to the public or make working conditions safer.

## Policy

It is the policy of the City of Fresno to reward individual/team-based employees for actively engaging in the process of improving City government. Ideas are intrinsic to this policy, and serve as keys to innovation, accountability and creative competitive approaches.

## Procedures

### 1. Idea\$ Pay Committee

The Idea\$ Pay program (IP) is administered by a committee appointed by the Chief Administrative Officer (CAO). The IP committee is composed of one representative from each department, with one representative serving as the IP administrative coordinator for IP program operations.

### 2. Definitions

The following definitions apply to the IP program.

- a. **Idea\$:** An idea submitted for consideration must be written, concise, and must create significant cost savings, generate substantial new revenues, or result in a significant improvement in the quality of service or the working environment. The idea may be new and original, or may involve a new application of an old idea.
- b. **Eligibility:** Except for the CAO, CAO staff, council staff, department/division heads, and the IP committee, all individual/team-based employees are eligible to participate. However, if an eligible employee(s) separates from City service in good standing between the time an idea is submitted for consideration and the presentation of an IP award, the employee remains eligible for the award. In the event of the death of a separated employee(s), any cash award is paid to the beneficiary or estate.

The identity of the participant(s) is known only to the IP administrative coordinator, and is not disclosed until after the final disposition of the submitted idea.

c. **Ineligible Ideas:** All constructive ideas are welcome, however, some are not considered eligible for consideration. Examples of ineligible ideas are:

- Ideas in use prior to the date an idea is submitted.
- Ideas already under consideration by the City prior to the date an idea is submitted.
- Ideas the IP committee considers to be part of an employee's normal duties.
- Ideas not related to City activities.
- Ideas concerning lack of observance of established practices, policies, procedures, rules and regulations, unless the idea involves a change in method or materials.
- Ideas submitted without a solution.
- Ideas that are substantially the same as previously submitted ideas.
- Ideas that are not economically or operationally feasible.
- Ideas that entail salary adjustments or job classification actions.

### 3. **Submittal**

Ideas must be in writing on the attached standard form, and submitted to the IP administrative coordinator. Additional supporting documents may be attached. Ideas are to be written clearly and concisely. It is suggested that the idea be carefully thought through, and consideration given to costs, implementation, savings, benefits, and how the plan can be accomplished.

- a. The IP administrative coordinator is to issue notification of receipt of an idea within seven business days of its receipt. The coordinator is to also issue notification to the participant(s) concerning final disposition of the submitted idea.
- b. The IP committee will analyze the idea, obtain input from effected departments and technically qualified staff, and prepare a recommendation report to the CAO. The IP committee may request additional information on the idea, recommend to the CAO that the idea be implemented, recommend the type and amount of award, or reject the idea and cite the basis for the rejection.
- c. If an idea is not approved for implementation by the CAO, but is later put into effect within a three-year period from the date of submittal, and provided conditions pertaining to its adoption remain unchanged, the employee(s) will receive the CAO approved award.

#### 4. **Awards**

Monetary awards are given to eligible employees for ideas that are CAO approved, and implemented within three years from the date of submittal. The amount of an award is recommended by the IP committee, and is based on the significant effect of the idea. The minimum award is \$100, the maximum \$3,000. The CAO may approve an expansion of the maximum up to \$5,000. Eligible team-based participants are each, individually, to receive the approved award amount (e.g., CAO approves \$200 award for an eligible team comprised of four employees, each employee would receive \$200). Ideas resulting in indeterminate cost savings, new revenue, service improvements or improved working environment may be awarded according to the following scale:

- a. Certificate of IP merit
- b. \$100
- c. \$200
- d. \$300
- e. \$400
- f. \$500

Idea\$ Pay monetary awards are defined as wages by the Internal Revenue Service Bureau, and are subject to withholding tax as with a regular pay check. However, such awards are not considered salary, wages, or earnings for the purposes of overtime, retirement, disability insurance, etc. This policy is appealable/grievable solely to the CAO, whose recommendation is final.

CITY OF FRESNO  
IDEA\$ PAY FORM

Date Received: \_\_\_\_\_

Ideas No. \_\_\_\_\_

**Problem Statement:** (Please print or type)

**Solution:**

**Savings/Benefits/Effect:**

(Additional documents may be attached.)

Fill in Completely

Name	Title	Phone No.	Department

**(Do Not Write In This Space)**

Date: \_\_\_\_\_  
\_\_\_\_\_ Processed for Analysis  
\_\_\_\_\_ Analysis Completed  
\_\_\_\_\_ Action by Committee

- ☐ Approved
- ☐ Disapproved

Action by CAO \_\_\_\_\_

Award Made \_\_\_\_\_

The use by the City of Fresno of my/our idea above stated, shall not form the basis of a further claim of any nature upon the City by me/us, my/our heirs or assigns. **(Idea will not be accepted if the form is unsigned.)**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

If team-based idea, all signatures are required:

<b>Subject:</b> Resolving Findings From an Internal Audit	<b>Number:</b> 6-9
	<b>Date Issued/Revised:</b> August 1, 2000
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish procedures for resolving findings from an internal audit.

## Procedures

1. Upon completion of the internal audit, prior to the audit report being issued in final form, the department that was audited (subsequently referred to as "department" ) shall receive a draft copy of the report for its review.
2. The department shall make a response to the findings included in the audit report within 14 calendar days. This response shall be in writing and made to the Principal Internal Auditor for inclusion in the final audit report issued to the Chief Administrative Officer and the department.
3. For those findings and recommendations with which the department agrees, the department shall implement the recommendations within 30 calendar days of the issuance of the final audit report. If circumstances do not allow for the recommendation to be implemented within 30 calendar days, the situation is to be presented to the Chief Administrative Officer or his/her designee, who may grant an extension for the implementation, if deemed appropriate.
4. For those findings and recommendations with which the department does not agree, a meeting to resolve the differences will be held if needed. The participants in the meeting will include representatives from the department, the Principal Internal Auditor, and any other persons whose attendance would aid in the resolving of the findings. At this meeting, the findings and responses will be discussed by the parties and at the conclusion of the meeting, if no mutually agreeable solution has been reached, an agreement on how the department and Internal Audit will proceed should be reached.

If the finding is resolved such that no recommendation is to be implemented, no further work will be done by the department, and the final audit report will be amended to reflect the decision. If the finding is resolved such that a recommendation is to be implemented, the department will proceed with the implementation as discussed in procedure #3.



<b>Subject:</b> Recommended Secretarial-Clerical Reference Materials	<b>Number:</b> 6-10
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish a recommended City-wide standard and uniform reference book for all secretarial and clerical employees.

## Procedures

1. The primary reference book shall be the latest edition of the "How" series (A Handbook for Office Workers) by Clark & Clark.
2. Each department shall purchase a reference book for each secretarial/clerical employee where needed. One copy may be used by several employees, and employees physically separated from departmental offices may either be provided a reference book or request reference information from the department office.

<b>Subject:</b> Education for City Employees	<b>Number:</b> 6-11
	<b>Date Issued/Revised:</b> November 15, 1999
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

1. To define the education policy of the City of Fresno.
2. To define the scope, responsibility, and administration of the education policy for enhancing an employee's education.
3. To establish uniform policies and procedures applying to reimbursement of all City employees for expenses incurred in connection with education activities, such as conferences, workshops, and the tuition reimbursement program.

## Policy

It is the policy of the City of Fresno to identify and assist those employees whose education needs will benefit the City; to provide tuition assistance to those permanent employees who voluntarily pursue a higher level of education; and to encourage its employees to take advantage of the City's education program within the limits set forth in this section.

## Definitions

For the purpose of administering and defining benefits and budget proposals under this policy, the following definitions shall apply:

<b>Adjusted hours</b>	The rearrangement of duty hours so that an individual can attend educational courses. This is not a reduction of hours worked.
<b>Appropriate authority</b>	The City Manager, department director, or their duly authorized representatives.
<b>Education</b>	A course of learning or instruction offered by an approved or accredited institution that has a broad application and is taken for the purpose of obtaining a degree, diploma, or broadening an employee's professional knowledge or skills.
<b>Job related education</b>	Education designed to provide specific skills needed by the employee to handle his/her currently assigned job or tasks more effectively, as distinguished from training or education for another job, promotion, additional skills, professional development, or personal growth.

<b>Permanent employee</b>	An employee who has passed the initial probationary period after being hired by the City of Fresno.
<b>Required education</b>	Any education that the appropriate authority specifically directs the employee to take or engage in and is expressly authorized prior to the employee's engaging in the training or education.
<b>Voluntary or independent education</b>	<p>Any education or attendance at meetings that is not required by the City and that an employee attends or participates in upon his/her own initiative during nonwork hours. In order to be voluntary or independent, the following criteria must be met:</p> <ol style="list-style-type: none"><li>1. Attendance is outside the employee's regular working hours or attendance is on paid-leave time.</li><li>2. Attendance is not required by the City and nonattendance will not affect the employee's working conditions or continued employment.</li><li>3. The employee is not required or authorized to perform any productive work for the City during such attendance.</li></ol>

## Responsibilities

<b>Department Director</b>	The department director will establish, within the department, a procedure whereby all education requests are critically reviewed with respect to benefit and cost to the City. In those cases where the department director determines the education time might be compensable under overtime pay regulations, he/she will review the request and determine if the training benefit offsets the potential cost.
<b>Employee</b>	Prior to enrollment, the employee is responsible for submitting the correctly completed application form to the department director and obtaining approval and authorization to attend the education course. After successfully completing the course or training, the employee is further responsible for submitting the correctly completed application form, with all supporting documentation, to BMSD.
<b>Budget and Management Studies Division (BMSD)</b>	BMSD is responsible for ensuring all supporting documentation has been submitted with the Request for Payment (RFP) and that the requested reimbursement falls within the policies of this instruction.

## General Policy

In rare instances, circumstances might justify adjusting an employee's work hours so that he/she may attend voluntary education, training, or professional meetings. Adjusted work hours may be granted by the department director upon the approval of the City Manager. Adjusted work hours will require the maintenance of positive attendance records. This provision shall not be used solely as a convenience for

the individual; the guiding rule shall be that the adjusted schedule is in the best interest of the City. Justification for adjusted hours should be submitted along with the request for Approval for Reimbursement, Form A.

Release time for attendance of voluntary training or professional meetings may be granted upon approval of the department director and the City Manager. This provision shall not be used solely as a convenience for the individual; the guiding rule shall be that the release time is in the best interest of the City. Release time to attend voluntary education is not authorized.

Education reimbursements will be approved in the following priority:

1. Accredited course work directly related to the employee's present job.
2. Preparation for promotion to a position in the employee's vocational or professional field or a closely related field of work.

Approval for reimbursement is a privilege extended to employees by the City, and any provisions of this manual to the contrary notwithstanding, any voluntary or independent training or education (as defined in the manual), whether or not the costs thereof are reimbursed by the City or attendance is on release time, is not work or service required of the employees as to create an implication or presumption that the employee is working for the City or carrying out City business while traveling to or from, or attending such training or education, nor is it considered a benefit to the City so as to create a liability on the part of the City under workers' compensation laws.

The department director may authorize the use of City time for voluntary attendance at short training sessions or professional meetings; however, overtime pay or compensatory time off is not authorized for time in attendance or travel time.

Upon completion of voluntary education courses for which an employee has received reimbursement, that employee must remain in the employ of the City for a period of six months after completion of the course. If the employee leaves the employ of the City prior to the expiration of said six months, the employee shall reimburse the City for the amount of his/her last tuition reimbursement received.

## **A. Reimbursement — Voluntary and Independent (Nonrequired) Education**

1. Procedural requirements:
  - a. A Tuition Reimbursement Application form (Form A) must be approved by the employee's department director **prior** to the beginning date of the course.
  - b. Approval for reimbursement is based on applicability to the employee's current or potential job and responsibilities in this organization and limited to courses given by the following entities:
    - (1) accredited colleges and universities;

- (2) accredited junior colleges;
    - (3) adult education courses sponsored by the Board of Education; and
    - (4) international correspondence courses.
  - c. Approval for educational correspondence course work leading to a degree is limited to those programs that require at least one academic year in attendance at the institution.
  - d. Receipts for tuition and books must be presented along with a copy of the Form A before payment will be authorized.
  - e. An RFP must be submitted to the department director no later than 60 days following completion of the course. The department director will have five working days, from receipt of the RFP from the employee, to approve the RFP. Payments submitted after that five working day limit will be denied by BMSD. Payment will not be authorized for requests submitted to the department director after the 60 day deadline.
  - f. Students attending an institution which issues grades for a time period other than a semester basis must submit a Tuition Reimbursement Application (Form A) along with an RFP to the department director within 60 days following completion of the course taken. Consolidating claims from various periods into one RFP will result in the denial of that claim.
2. Grade requirements:
- a. **Undergraduate** work requires a grade of "**C**" or **better** (or "**passing**" where no course grade is given).
  - b. **Graduate** work requires a grade of "**B**" or **better**.
  - c. When **multiple courses** are taken and one or more of the grades are below "C" (undergraduate work) or "B" (graduate work) or the course is not "passed" where no letter grade is given, reimbursement will be prorated using the formula established in section D7.

## **B. Application for Approval — Before Enrollment in the Course**

1. The employee completes Part I of the Tuition Reimbursement Form A and submits to the department director for approval. For a tuition advance, complete Part I of Form B and submit to the department director and City Manager for approval. (See Section F for more details on Advances.)
2. Upon approval by the department director, the yellow copy will be returned to the employee. Approval for reimbursement must be obtained prior to enrollment.

## **C. Application for Reimbursement — After Completion of the Course**

1. The employee completes Part II of his/her copy (yellow copy) of either Form A or B. (Complete Part III for partial reimbursement for correspondence course.)
2. The employee attaches grade slips, tuition receipts, and book receipts to the yellow copy and forwards the documentation to the department director.
3. The department director will cause to have an RFP prepared for the approved reimbursable amount and forward the RFP, with all supporting documentation attached, to BMSD.
4. BMSD will ensure all supporting documentation has been submitted with the RFP and that the reimbursement falls within the policies of this instruction. Upon approval by BMSD, the RFP and supporting documentation will be forwarded to Accounts Payable for processing.
5. BMSD has authority to deny a reimbursement in accordance with this Administrative Order. The City Manager has final approval on all matters. If you would like to appeal a decision, this must be done in writing to the City Manager.

## D. Reimbursable Costs

1. Any question as to whether an item is reimbursable will be resolved by the City Manager.
2. High school **General Education Diploma (GED)** test fees will be reimbursed (other test fees are exempt).
3. All expenses incurred by conducting directed research as part of graduate work towards a thesis shall be reimbursed. Employee must submit an itemized list of expenses and receipts with his/her reimbursement form.
4. Required fees (tuition and state-mandated health fees), except those hereinafter excluded, shall be reimbursed for:
  - a. **Undergraduate work:** A maximum of 24 units per fiscal year; may include up to six units for intersemester sessions.
  - b. **Graduate work:** A maximum of 15 units per fiscal year; may include up to three units for intersemester sessions.
  - c. **Lengthy correspondence course:** 24 semester units per fiscal year.
  - d. **Fees for labs:** Fees for which attendance is a mandatory element of the course grade.

**Notes:** Reimbursement for intersemester sessions will not be authorized unless the employee attended the immediately preceding semester.

Intersemester sessions will be reimbursed at the regular semester CSUF per-unit costs, if the employee attended the immediately preceding regular session.

5. Employees will be reimbursed 50 percent of the cost of **required** text books for each preauthorized and successfully completed course.

6. **Fresno City College (FCC) or California State University Fresno (CSUF):**

Reimbursable costs will be as indicated in Items D4 and D5 above.

7. **Institutions other than FCC or CSUF:**

Actual cost or the CSUF per-unit cost (whichever is less) and 50 percent of the cost of **required** text books for each preauthorized and successfully completed course.

The CSUF per-unit cost will be calculated as follows:

- Full-time Student (7 units or more per regular semester):

$$\frac{\text{Total tuition cost at CSUF for a full-time student}}{9 \text{ units}}$$

- Part-time Student (6 units or less per regular semester):

$$\frac{\text{Total tuition cost at CSUF for a part-time student}}{6 \text{ units}}$$

The maximum reimbursement an individual pursuing an undergraduate degree can earn in a fiscal year is the sum of the cost of two semesters of full-time attendance at CSUF, the cost of six units of intersemester courses at CSUF, and the cost of 50 percent of the required textbooks.

The maximum reimbursement an individual pursuing a graduate degree can earn in a fiscal year is the sum of the cost of two semesters of full-time attendance at CSUF, the cost of three units of intersemester courses at CSUF, and the cost of 50 percent of the required books.

8. **Employees receiving tuition or financial assistance, payment, or reimbursement from another source** (e.g., GI bill, VA payments, financial assistance, POST reimbursement, scholarships, educational incentive pay, etc.): The employee will be entitled only to the difference between the reimbursable cost and the amount received from the other source.

9. **Correspondence courses:**

- a. Reimbursement for preauthorized and successfully completed educational or vocational correspondence courses from an accredited educational institution shall be actual costs or the CSUF tuition cost as defined in Section D7, whichever is less, and 50 percent of the cost of **required** textbooks for each course.
  - b. Lengthy correspondence courses or extension programs can be reimbursed quarterly upon certification by the school as to the number of units or assignments satisfactorily completed. The amount to be paid for each assignment or unit will be determined by dividing the reimbursable price of the course by the total number of assignments or units required for completion.
10. For employees in **classified, unclassified, permanent full-time, permanent part-time, and/or permanent intermittent** positions, tuition reimbursement is available after one year (2,080 hours) of service.
- a. Permanent part-time or permanent intermittent employee will be in proportion to the number of hours scheduled for his/her position, as reflected in the adopted Position Allocation Resolution.
11. **Professional meetings, special courses, seminars, or conferences**, not falling under the definition of education, regardless of sponsorship, may be approved for reimbursement by both the department director and City Manager when, in their determination, attendance is in the best interest of the City and subject to the provisions of the Administration Order, 1-4 and 1-6 when applicable.

## **E. Reimbursement — Required Training and Education**

1. Courses that meet the definition as stated in this manual of authorized and required education or training will be 100 percent reimbursable, subject to the limitations contained in Administrative Order 1-4 and 1-5.

## **F. Reimbursement — Advance**

1. When it can be shown that receiving the reimbursement after a course is completed will cause significant financial hardship, the City Manager may authorize advance reimbursement assistance, subject to appropriate conditions and provisions outlined in this Administrative Order. Submit your request in writing to the City Manager. If request is approved, follow guidelines set forth in Section B.

## **G. Nonreimbursement — Courses**

1. Under no circumstances will a **correspondence course** be reimbursed without prior approval, in writing, from the department director.



2. Internship courses.
3. Independent study courses.
4. Life or work experience credits.
5. Travel courses.
6. Any course of study in which the individual is not required to maintain regular attendance or is only required to pass an examination at some time during such course.
7. Workshops or seminars conducted by educational institutions, unless the individual enrolls at the request of the City or the course work is required as part of an accredited program to obtain a degree.

## **H. Nonreimbursement — Costs/Fees**

1. Matriculation fees.
2. Test fees (except for high school GED).
3. Parking fees.
4. Insurance fees.
5. Cost of thesis reproduction.
6. Optional materials or clothing costs.
7. Fines.
8. Late fees.
9. Fees of a personal or self-incurred nature.
10. Fees associated with paying tuition on a payment plan.
11. Reimbursement will not be provided for course work leading to degrees outside the employee's career field or for course work of general or personal interest.

# Form B

## Tuition Reimbursement Application — Advance Payment

**Note:**

1. Each course must be completed with a grade of "C" or better for undergraduate work ("B" or better for graduate work) or "passing" where no letter grade is given.
2. Request for reimbursement (completed Parts II of Form B) must be submitted to the Budget and Management Studies **within 60 days** following completion of course work.
3. Refer to the Administrative Manual, Instruction 14-23, for additional information.

### Part I — Approval of Course(s) for Reimbursement

**Instructions:**

1. Complete Part I of this form, in duplicate, and submit to your department director to obtain approval **prior** to the beginning date of the course work.
2. Upon completion of the course work, fill out Part II and submit an original and one copy to your department along with receipts.

<u>Course Number</u>	<u>Course Title</u>	<u>Number of Units</u>	<u>Days Offered</u>	<u>Time Offered</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Enrollment at: ☐ CSUF ☐ FCC ☐ Other (specify) \_\_\_\_\_

Semester/Quarter: ☐ Fall ☐ Spring ☐ Summer ☐ Other (specify) \_\_\_\_\_

☐ Undergraduate work ☐ Graduate work

**Financial assistance:** Are you now receiving, or do you intend to apply for, financial assistance payments or reimbursement for the above courses from any agency or program (POST, Veterans' Administration, GI Bill, financial aid, scholarships, etc.)? ☐ No ☐ Yes (provide name of agency or program and amount of assistance): \_\_\_\_\_

<b>Tuition</b>	\$ _____
<b>Required text books and materials</b> (50 percent estimate)	_____
<b>Total Advance Requested</b>	<b>\$ _____</b>

Tuition reimbursement for the above courses will be approved only if the applicant agrees to and meets the following requirements:

1. Attendance is totally voluntary.
2. Attendance is outside the applicant's regular working hours.
3. Applicant understands the course is not required by the City and nonattendance will not affect the applicant's present working conditions or continued employment.
4. Applicant will not perform any productive work for the City during attendance at course.
5. Applicant understands and agrees that any injury incurred during attendance at or while traveling to and from education courses is not compensable under workers' compensation.

I have read and agree to the above requirements. In the event that I fail to meet the requirements as specified above, I authorize the deduction of the above amount of advance payment from any funds due me at the time of default.

☐ Approved

☐ Disapproved

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Date

# Form B

## Tuition Reimbursement Application — Advance Payment

### Part II — Request for Tuition Reimbursement

**Nonreimbursable costs and fees:** Matriculation fees; test fees (except high school GED); costs for damages or lost items; parking fees; insurance fees (except state health insurance); parking fees, thesis reproduction costs; optional costs or fees; fees of a personal or self-incurred nature.

**Remember** to attach all receipts and transcripts or grade cards and to submit for reimbursement only for the courses that have been successfully completed.

	<u>Amount Expended</u>	<u>Amount Approved</u>
<b>Tuition</b> (attach receipts and transcript or grade card)	\$ _____	\$ _____
<b>Required text books and materials</b> (attach receipts)	_____	_____
<b>Other reimbursable expenses</b> (attach receipts with explanation)	_____	_____
<b>Less requested advance payment</b> received	( _____ )	( _____ )
Totals	\$ <u>_____</u>	\$ <u>_____</u>

☐ Approved

☐ Disapproved

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Date

# Form A

## Tuition Reimbursement Application

**Note:**

- Each course must be completed with a grade of "C" or better for undergraduate work ("B" or better for graduate work) or "passing" where no letter grade is given.
- Request for reimbursement (completed Parts II or III of Form A) must be submitted to the Budget and Management Studies **within 65 days** following completion of course work.
- Refer to the Administrative Order Manual, Instruction 6-11, for additional information.

### Part I — Approval of Course(s) for Reimbursement

**Instructions:**

- Complete Part I of this form, in duplicate, and submit to your department director to obtain approval **prior** to the beginning date of the course work.
- Upon completion of the course work, fill out Part II or Part III (whichever is appropriate) and submit the original to your department along with all receipts.

<u>Course Number</u>	<u>Course Title</u>	<u>Number of Units</u>	<u>Days Offered</u>	<u>Time Offered</u>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Enrollment at: ☐ CSUF ☐ FCC ☐ Other (specify) \_\_\_\_\_

Semester/Quarter: ☐ Fall ☐ Spring ☐ Summer ☐ Other (specify) \_\_\_\_\_

☐ Undergraduate work ☐ Graduate work

**Financial assistance:** Are you now receiving, or do you intend to apply for, financial assistance payments or reimbursement for the above courses from any agency or program (POST, Veterans' Administration, GI Bill, financial aid, scholarships, etc.)?

☐ No ☐ Yes (provide name of agency or program and amount of assistance) \_\_\_\_\_

Tuition reimbursement for the above courses will be approved only if the applicant agrees to and meets the following requirements:

- Attendance is totally voluntary.
- Attendance is outside the applicant's regular working hours.
- Applicant understands the course is not required by the City and nonattendance will not affect the applicant's present working conditions or continued employment.
- Applicant will not perform any productive work for the City during attendance at course.
- Applicant understands and agrees that any injury incurred during attendance at or while traveling to and from education courses is not compensable under workers' compensation.

I have read and agree to the above requirements:

☐ Approved

☐ Disapproved

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Date

# Form A

## Tuition Reimbursement Application

### Part II — Request for Tuition Reimbursement

**Nonreimbursable costs and fees:** Matriculation fees; test fees (except high school GED); costs for damages or lost items; parking fees; insurance fees (except state health insurance); parking fees, thesis reproduction costs; optional costs or fees; fees of a personal or self-incurred nature.

**Remember** to attach all receipts and transcripts or grade cards and to submit for reimbursement only for the courses that have been successfully completed.

	Amount Expended	Amount Approved
<b>Tuition</b> (attach receipts and transcript or grade card)	\$ _____	\$ _____
<b>Required text books and materials</b> (attach receipts)	_____	_____
<b>Other reimbursable expenses</b> (attach receipts with explanation)	_____	_____
Totals	\$ _____	\$ _____

☐ Approved

 \_\_\_\_\_  
Signature of Applicant

 \_\_\_\_\_  
Date

☐ Disapproved

 \_\_\_\_\_  
Department Director

 \_\_\_\_\_  
Date

### Part III — Request for Tuition Reimbursement for Lessons Completed for Correspondence Course

Name of School \_\_\_\_\_

Address of School \_\_\_\_\_

Name of Course \_\_\_\_\_

Cash Price \$ \_\_\_\_\_ Total Number of Assignments \_\_\_\_\_ Cost per Lesson \$ \_\_\_\_\_

Reimbursement is requested for \_\_\_\_\_ lessons successfully completed during the period \_\_\_\_\_, 19\_\_\_\_, through \_\_\_\_\_, 19\_\_\_\_.

Assignments numbered \_\_\_\_\_ through \_\_\_\_\_ were successfully completed during the period, as evidenced by the attached certification from the school.

I certify that the foregoing is a correct statement of work completed, and I have not previously been reimbursed for any of the above numbered assignments.

 \_\_\_\_\_  
Signature of Applicant

 \_\_\_\_\_  
Date

☐ Approved

Approved reimbursement amount: \$ \_\_\_\_\_

☐ Disapproved

 \_\_\_\_\_  
Department Director

 \_\_\_\_\_  
Date

<b>Subject:</b> <b>Donation of Time to An Employee</b>	<b>Number:</b> 6-12
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> <b>City Manager</b>	<b>Approved:</b>

## Purpose

To establish a procedure whereby City employees may donate vacation, holiday time, administrative leave, or compensating time off to an employee who has exhausted his or her sick leave, vacation and other paid leave due to illness or injury (non-job related) or the illness or injury of a member of his or her immediate family and who has a reasonable expectation of returning to work.

## Procedures

The following criteria shall be used in determining whether or not donation of time shall be allowed:

1. The employee, or a member of his/her immediate family, must be suffering from an illness or injury (e.g., vehicle accident, surgery, etc.) and not from one- or two-day incidents of flu or other short-term disorders. The employee must expect an absence of two or more weeks after exhaustion of paid leave. The expected term of absence must be verified by a physician.
2. If the employee is ill or injured, there must be an expectation that the employee will return to full duty, as verified by a physician.
3. The time donated shall not be used by an employee in order to vest in the Retirement System.
4. Time donated shall be accrued so at least 40 hours (see "1" below) is received in the first pay period of the month to be eligible for Health and Welfare coverage. If less than 40 hours are received in the first pay period of the month, no contribution for the applicable health plan shall be made by the City for that calendar month.

The following regulations apply to the use of donated time:

1. The employee must exhaust all of his/her accumulated or available sick leave, vacation, compensating time off, administrative leave and holiday time before being eligible for donated time.
2. Only vacation, compensating time off, administrative leave and holiday time may be donated, in units of one hour or more.
3. The value of the time donated shall be converted to the value of the time used, to provide an equivalent hourly rate.

4. Any donated time not used shall not be returned to any person having donated the time, unless the employee's absence is later determined to be covered under Workers' Compensation regulations. In such case, the employee's compensation shall be adjusted pursuant to the appropriate Workers' Compensation regulations, and the donated time returned to the donating employees.
5. Divisions are required to submit to Finance all available donated time for full pay periods. Time donated that is received by Finance after the pay period deadline will be applied to the next pay period.
6. One person in the employee's department shall coordinate the use of donated time and assure that the donated time is properly administered, including sending completed donation cards to Finance and preparation of the worksheet.

Employees or employee organizations requesting that another employee become eligible for receipt of donated time must use the following procedure:

1. Submit a request on the form provided herein to the department director.
2. The department director reviews the request and recommends approval or denial of the request to the Chief Administrative Officer, according to the provisions included herein.
3. The Chief Administrative Officer, or his representative, shall approve or deny the request.
4. If the request is approved, a copy of the completed request form shall be sent to the Finance Division for processing.

5

Authorization to Adjust and Reduce Vacation, Holiday, Compensating Time Off or Administrative Leave Hours forms must be received five days before the end of the pay period to be applied to that pay period.

**CITY OF FRESNO**  
**REQUEST FOR DONATION OF TIME TO ILL EMPLOYEE**

Employee's Name: \_\_\_\_\_ Social Security No. \_\_\_\_\_

Employee's Division: \_\_\_\_\_

Nature of Illness: \_\_\_\_\_

Expected Duration of Illness: \_\_\_\_\_

Date employee is expected to return to work: \_\_\_\_\_

I have examined this patient and hereby certify that the medical portion of this form is accurate to the best of my knowledge.

\_\_\_\_\_  
Attending Physician

\_\_\_\_\_  
Date

**(To be completed by division Payroll Clerk)**

Employee's Leave Balances as of: \_\_\_\_\_

Sick Leave: \_\_\_\_\_

Vacation: \_\_\_\_\_

Compensating Time Off: \_\_\_\_\_

Administrative Leave: \_\_\_\_\_

Holiday Time: \_\_\_\_\_

Anticipated Donation  
of Time Needed: \_\_\_\_\_

**RECOMMENDATION OF DEPARTMENT DIRECTOR:**

\_\_\_\_\_ I recommend approval of the request for donation of time.

\_\_\_\_\_ I recommend that the request be denied.

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Date

**ACTION OF CITY MANAGER:**

\_\_\_\_\_ Approved

\_\_\_\_\_ Denied

\_\_\_\_\_  
City Manager (or designee)

\_\_\_\_\_  
Date



**AUTHORIZATION TO ADJUST AND REDUCE VACATION, HOLIDAY,  
COMPENSATING TIME OFF, OR ADMINISTRATIVE LEAVE HOURS**

I, \_\_\_\_\_, the undersigned, hereby authorize and direct the Controller of the City of Fresno to adjust and reduce my accrued:

- |                                  |       |             |
|----------------------------------|-------|-------------|
| 1. Vacation Leave Balance        | _____ | hours       |
| 2. Holiday Leave Balance         | _____ | hours       |
| 3. Compensating Time Off Balance | _____ | hours       |
| 4. Administrative Leave Balance  | _____ | hours       |
|                                  | _____ | Total Hours |

The hours reduced are to be applied to a special fund as a contribution for the purpose of maintaining salary and benefits for City employee \_\_\_\_\_. This authorization is in accordance with CAO approval.

SOCIAL SECURITY NUMBER \_\_\_\_\_

DEPARTMENT \_\_\_\_\_

DIVISION \_\_\_\_\_

SIGNATURE OF EMPLOYEE \_\_\_\_\_ DATE \_\_\_\_\_

<b>Subject:</b> Administration of Administrative Leave	<b>Number:</b> 6-13
	<b>Date Issued/Revised:</b> July 1, 1999
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish uniform rules, regulations and procedures for the administration of Administrative Leave for management employees.

## Policy

The Salary Resolution provides the authority for the granting of Administrative Leave. It also authorizes the Chief Administrative Officer to establish rules and regulations regarding the administration of this leave.

## Procedures

1. Initial 48 Hours.
  - a. A balance of 48 hours (67 hours for Battalion Chiefs) of administrative leave shall be credited as of the first day of the first full pay period in July of each fiscal year for employees permanently appointed to positions in classes that are included in the Management and Confidential group, who are not entitled to payment for, or equivalent compensatory time off for, overtime work.
  - b. Upon employment by the City, new employees appointed to such positions shall be credited with four hours of administrative leave for each full calendar month remaining in such appointment in the fiscal year.
  - c. Employees provisionally appointed to such positions shall receive four hours of administrative leave for each full completed month of the provisional appointment. After such appointment expires, if the employee is not authorized the accumulation of administrative leave in his or her permanent position, the employee shall have 30 days in which to take the administrative leave or request compensation for it.
  - d. Employees granted administrative leave may take such leave, or be compensated for such leave, at any time during the fiscal year. An employee may not request compensation for administrative leave more than twice in one fiscal year.
  - e. Any administrative leave not taken or compensated for shall not be added to the leave credited in the next fiscal year.

- f. Department directors shall authorize the taking of administrative leave within their departments, subject to the convenience of the department. Approval by the Chief Administrative Officer must be obtained before a department director may take such leave.

2. Administrative Leave for Superior Performance

- a. A department director, with the approval of the Chief Administrative Officer, may grant not more than an additional 32 hours administrative leave to those management employees whose performance in the fiscal year prior to the granting of such leave has been superior.
- b. Each department director shall prepare a list of management and confidential employees in the department who are recommended for up to 32 hours of additional administrative leave per year.
- c. For each employee, the department director must prepare a performance evaluation that justifies the granting of such leave.
- d. Information required under 2c above must be submitted to the City Manager's Office not later than June 1 of each year for leave to be granted for the subsequent fiscal year. Any additional administrative leave will be approved effective July 1.
- e. This additional leave cannot be cashed in by employees.
- f. Employees not otherwise eligible for administrative leave who are provisionally appointed to permanent positions in classes eligible for administrative leave, and new employees, shall not be granted any part of this additional administrative leave.
- g. Any such leave not taken at the end of the fiscal year shall not carry forward to the next fiscal year.

<b>Subject:</b> Executive Compensation	<b>Number:</b> 6-14
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish rules and regulations regarding administration of the E-range Compensation Plan.

## Procedures

Pursuant to Resolution No. 80-388, the following rules and regulations are established for the E-range Compensation Plan.

### 1. General Provisions

- a. Each class in the E-range Compensation Plan (E-1, E-2, and E-3 salary ranges including P&F ranges) shall have a control point established and maintained by the Chief Administrative Officer in consultation with the affected department directors. Classes created and placed in the E-range Compensation Plan after the effective date of this Administrative Order shall have a control point established upon creation of the class. For purposes of the E-range Compensation Plan, a control point is the highest salary that an incumbent in a class may receive, except for merit-based salary increases discussed below. Control points are established by the Chief Administrative Officer, using external salary comparisons and internal salary relationships. Control points for Police and Fire E-range classes are determined pursuant to Charter Section 809.

Note: While there are no “steps” in the E-ranges, a control point may be considered to be similar to a theoretical “E” step in classes with pay ranges.

- b. General adjustments shall be accomplished by movement of the control point for the class in the amount approved by the City Council as a cost of living adjustment. Employees’ salaries shall move in relation to the control point (the percentage authorized by City Council), unless determined otherwise by the Chief Administrative Officer due to less than satisfactory performance.
- c. The “E” salary ranges (E-1, E-2, E-3, and E-P&F) are established and adjusted by the City Council by resolution.
- d. For purposes of this Administrative Order, the terms “position” and “class” shall have the meanings contained in FMC Section 2-1601.1. “Cost-of-Living Increase,” “Equity Increase,” and “Merit Increase” are defined as follows:

- (1) **Cost-of-Living Increase:** An across-the-board percentage change in salaries approved by the City Council. Also known as a "general increase."
- (2) **Equity Increase:** A change in the control point for an E-range class or an increase in the salary range for non-E-range classes, apart from or in addition to a cost-of-living increase. An equity increase may be justified based upon organizational changes, internal comparisons or external data. An equity increase affects all incumbents in a class.
- (3) **Merit Increase:** A salary increase within the established range granted to an individual whose performance regularly exceeds job standards for that class. It has no effect upon the range and/or control point for the class.

## **2. Recruitment**

- a. Department directors may request review of the control point for a class whenever a position in the class is vacant and recruitment is to occur.
- b. A person appointed to a position in a class in the E-range Compensation Plan shall receive at least the beginning salary of the "E" pay range for the class, and no more than the control point in effect at the time of appointment.

## **3. Promotion**

- a. A City employee promoted to a position in a class in the E-range Compensation Plan normally shall receive a ten percent increase but not more than the control point for the class. A promotion is defined as an appointment to a position in a class with a higher control point, or with a control point higher than the "E" step of the class from which the employee is appointed. Interim appointments and acting pay assignments shall be treated as promotions for purposes of salary placement in the new class.
- b. Employees newly appointed to positions in classes in the E-range compensation plan shall be evaluated on their performance according to the attached performance evaluation plan. After six months from original appointment in the class, and with satisfactory performance evaluations, the appointing authority may grant an increase in salary of not more than five percent, but not exceeding the control point for the class. After one year from original appointment, with a satisfactory performance evaluation, the appointing authority may grant an increase in salary of not more than five percent, and not exceeding the control point of the class. A salary increase of more than five percent, or an increase that would place the employee above the control point, requires written Chief Administrative Officer approval.

## **3. Annual Performance/Merit Reviews**

- a. All employees in positions in an E-range shall be evaluated annually using the attached performance evaluation process.

- b. On an employee's anniversary date, the department director may grant a merit increase of not more than five percent and not exceeding the control point, based upon the annual performance evaluation.
- c. For each class in an "E" pay range (not including F&F E-ranges), there are established three merit/performance levels—M-1, M-2 and M-3. The M-1 level is five percent above the control point for the class; the M-2 level is five percent above M-1; the M-3 level is five percent above M-2. Performance evaluated as "outstanding" as part of the annual performance evaluation, may warrant a merit/performance increase of up to one "M" level. Chief Administrative Officer approval is required for any salary increase that places an employee above the control point. an increase to the M-1 or M-2 level becomes a permanent part of the employee's salary (subject to loss of the level if the employee's performance no longer justifies the "M" level); an increase to the M-3 level shall be for up to one year, but may be granted again in subsequent years based upon additional outstanding performance. In summary, the M-1 and M-2 levels remain in effect unless eliminated by a specific action based on a lack of appropriate performance; M-3 may only be maintained by an annual positive action.
- d. Time spent on vacation, sick leave or administrative leave shall not reduce any salary due under this plan. Time spent on leave due to a work-related injury shall be subject to the rules applicable to Workers' Compensation; however, placement at the M-1, M-2 or M-3 level shall be counted toward the percentage of pay received under the injury leave provisions.
- e. Anti-compaction pay shall be as provided in the salary resolution.

## **PERFORMANCE APPRAISAL SYSTEM**

1. Each unclassified permanent management and confidential employee shall be evaluated annually using the performance appraisal system and forms established herein. Newly hired and promoted employees shall be evaluated after six months from appointment, after twelve months, and each twelve months thereafter.
2. The performance evaluation form shall be completed in its entirety for each employee being rated. For each trait to be evaluated, space is provided for comments; additional pages for comments may be attached. Comments must indicate the scope and quality of the work evaluated by the trait. Be specific and provide detail justifying the rating given. Generalities are not sufficient. The forms will not be accepted by the Chief Administrative Officer without these comments. If a specific trait or factor does not apply, strike through the trait or factor and explain the circumstances in the comment.
3. Before completing rating forms, read all instructions, guidelines and tips for raters. When the performance appraisal form is completed, the employee's supervisor shall discuss the appraisal with the employee. Included in the discussion shall be the reasons for the rating, whether or not the employee meets, exceeds or fails to meet the standards, and suggestions for improvement. The supervisor shall sign the form as having made the rating and discussed it with the employee. The employee shall sign the form as having seen the rating, as having discussed the reason for the rating, and as agreeing or disagreeing with the rating. The employee shall have the opportunity to respond in writing and shall receive a copy of the completed rating sheet.
4. An E-range Management/Confidential employee who is not satisfied with the results of the discussion held with the supervisor may request a review of his/her rating by his/her department director. Such review shall include the employee and the employee's supervisor. This review may include the Chief Administrative Officer or his/her designee, if applicable. No further review is provided.

## **RATING CATEGORIES**

### **Outstanding**

This rating is earned by employees who perform in a truly outstanding manner. These employees frequently far exceed expected goals and objectives within expected time frames. These employees consistently perform very well in complicated tasks with little supervision. These employees display creativity and dedication that sets them apart from other employees.

### **Superior**

This rating is earned by employees who perform in a superior manner. These employees consistently perform at a level superior to what would be expected given the resources at their command in a fashion superior to most individuals in similar positions. These employees often exceed reasonable goals and objectives within expected time frames. These employees are self-starters and can be relied upon to complete assignments with little supervision.

### **Satisfactory**

Employees in this category meet the requirements of their positions with acceptable quality work. These employees are able to establish and meet reasonable goals and objectives. They complete work projects and assignments with some involvement or assistance from the supervisor. Few significant management problems arise in this employee's area of responsibility and those that do occur are resolved by the employee and the supervisor. Most employees are likely to fall in this group.

### **Improvements Recommended**

Employees in this category do not perform in a satisfactory manner. Generally, the employee's supervisor must be involved in this individual's projects to ensure adequate performance. Serious or continuous minor management problems exist in areas of this employees' responsibilities. Employees in this category fail to meet some or all planned goals and objectives.



### **RATING TIPS**

1. Disregard your general impression of the employee and concentrate on one trait at a time. It will help to do this if everyone is rated on each trait separately before going on to the next.
2. Rate an employee on his/her typical performance during the past year. Do not be influenced by unusual instances that are not typical of his/her work.
3. Ratings must be based on facts.
4. Do not be influenced by previous ratings.
5. Several of the traits on this form are related; however, when rating an employee on a trait, try to disregard the ratings given to him/her on other traits.
6. Remember that the best employee may have a few weaknesses while the poorest employee may have a strong point. The evaluation should reflect these.
7. Disregard the importance of the job when rating. Consider only how well the person is doing that assigned job.
8. If a trait does not apply or the employee has not been observed in this area, do not guess. Write in the "Comments" section "Not Observed" or "Not Applicable."

Employee Rated:

Title:

Department:

CITY OF FRESNO  
PERFORMANCE EVALUATION FORM

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**Rating Section**

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<u>Trait</u>	<u>Needs Improvement</u>	<u>Satisfactory</u>	<u>Superior</u>	<u>Outstanding</u>
<b>Use of Resources</b>  Uses available resources effectively including staff, other City and non-City personnel, material and information on hand or available. Obtains maximum results from available resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Leadership</b>  Directs, motivates, corrects, trains, and disciplines effectively. Inspires confidence through job knowledge and ability to motivate. Uses positive methods to achieve results through subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Technical Knowledge</b>  Is well versed and well informed about the technical aspects of the job. Understands the practical and theoretical aspects of the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quality and Quantity of Staff Work</b>  Produces work that is comprehensive in scope, timely, and complete in detail. Produces work that is free from mistake or error. Produces a quantity of work appropriate to the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative</b>  Is a self-starter and is not self-limiting. Acts independently without specific instructions; does not always require specific instructions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment</b>  Understands and, to the extent possible, can determine the consequences of particular actions; ability to select the alternative leading to the desired consequence; good sense.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Interpersonal Relations</b>  Works well with subordinates, peers, supervisors, and the public; establishes an effective working relationship with representatives of other agencies and organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Rater's Section**

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Disregarding the importance of the job in your department, this person's overall rating is:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Date \_\_\_\_\_ Rater \_\_\_\_\_ Title \_\_\_\_\_

Employee Rated:  
Title:  
Department:

**Employee Section**

I understand that my signature indicates that I have had the opportunity to review the completed form and a supervisor has discussed my appraisal with me.

Date \_\_\_\_\_ Signature \_\_\_\_\_

**Department Director Review Section**

This employee is prepared for:	(Circle choice)	<u>Unprepared</u>		<u>Very Prepared</u>				
	More complex/challenging assignments				1	2	3	4
					5			
	Promotion	1	2	3	4	5		

Date \_\_\_\_\_ Signature \_\_\_\_\_

**Comments Section**

<b>Subject:</b> Department Director Performance Appraisal & Planning Program	<b>Number:</b> 6-15
	<b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To establish a department director performance appraisal and planning program and the basis for a pay-for-performance plan.

## Policy

Performance evaluation is a powerful tool for improving the management process and employee performance. This program allows the staff to assist in the definition of the quality of work and then to produce it. It can help to improve planning and communication. It can also lead to greater participation in management activities.

Performance evaluation is technically a "Management By Objectives" (MBO) system for setting program objectives and evaluating employee performance. Through performance evaluation, Department Directors and the Chief Administrative Officer can discuss and agree on job expectations (major work objectives) and quality goals (performance indicators), and then work together toward their accomplishment. This program also allows for review and discussion of other general performance dimensions, which also maybe a part of each director's job. The purpose of this program is to reward good performance and to identify performance that requires improvement early so that corrective measures may be instituted.

Good performance evaluation benefits managers, supervisors, employees, and the City. Clear expectations and improved communication can only help to better achieve our missions.

## Procedures

There are three parts to the evaluation form that are utilized in the execution of the Department Director Performance Appraisal and Planning Program. Part I is titled "Major Work Objectives and Performance Indicators." Part II is titled "General Performance Factors." Part III is the "Performance Summary and Recommendations."

Briefly, the process requires each department director to review his/her departmental objectives and performance criteria; have them typed onto the performance appraisal form for the forthcoming evaluation period; and, with the Chief Administrative Officer, discuss and negotiate expectations on these objectives and their measures of success in addition to those specific general performance factors that are uniformly defined but do not necessarily pertain to each director. Thereafter, the Chief Administrative Officer meets semi-annually with each director to discuss progress, changes in objectives or performance indicators, and other related performance concerns. At the end of the

evaluation period, the Chief Administrative Officer rates each director and comments on each of the rating dimensions. He/she then discusses his/her perceptions with each director. Lastly, he/she completes a final report with recommendations.

## **1. Major Work Objectives & Performance Indicators**

Part I of the form is used to:

- a. Record the major work objectives to be accomplished during the next review period.
- b. Record the performance indicators to be utilized to measure the accomplishment of the major work objectives.
- c. Review progress in this area.
- d. Rate performance in this area.

### **Beginning of the Performance Rating Period**

By a deadline established by the Chief Administrative Officer, each department director must list the objectives and the corresponding performance criteria, and place them in the appropriate section of the form in Part I. These statements are intended to be the focus of discussion between the Chief Administrative Officer and each director about each of their respective expectations for "success" during the next evaluation period.

After the department director has completed Part I, he/she should keep a copy and send the original to the Chief Administrative Officer. The Chief Administrative Officer will then schedule a time for a discussion of the objectives and performance indicators. At this time changes may be made. It is recognized that this is a time for dialogue and negotiation on disagreements. However, the Chief Administrative Officer determines the final objectives and measures of performance. If changes are made to that which was originally submitted, Part I should be retyped, and a copy sent to the department director. The final agreed version of Part I will be utilized for the performance evaluation.

### **Review of Progress**

The progress review phase is the key link in the development of the director toward refining objectives, and in improving performance. During the progress review phase, the director provides information on actual performance and discusses with the Chief Administrative Officer the conditions under which performance was achieved. The two working together look for ways to improve work conditions, the methods being used, and if necessary, the knowledge, skills, and abilities of the director.

During the discussions of accomplishment, every opportunity should be made to determine those factors that interfere with higher achievement. Bottlenecks in work flow should be explored and corrective actions investigated. Frequently, items requiring further inquiry will be uncovered. These could be subjected for productivity studies.

During this dialogue, both parties should be able to identify those areas where more knowledge or skill could be helpful toward the accomplishment of the objectives. This information is used to refine the Department Director's self-development plan.

This time together provides an occasion for both parties to build an atmosphere and relationship useful in communications throughout the year. As the director finds the Chief Administrative Officer assisting in solving problems and suggesting ways to accomplish the objectives, he/she can better identify with the need for open communications.

The progress review is also useful in discovering those objectives and indicators that are poorly written. When it is found to be hard or impossible to measure, the performance indicator should be revised. Frequently, when performance falls far above or far below the target level, it is because the original targets were not realistically set and they should be reestablished. As each job responsibility and indicator is discussed, careful attention should be given to the work objectives to determine if they are still proper for the job under the current conditions.

This discussion is extremely important to both the department director and the Chief Administrative Officer in defining the conditions under which the performance was achieved. The Chief Administrative Officer must determine if the conditions surrounding the performance were an asset or a liability toward performance. He must know if work conditions were under the control of the director and how he/she attempted to influence them.

A review of progress is conducted semiannually. The final evaluation, which is conducted at the close of the fiscal year, serves as an aid in developing the plans for the next year and as a basis for setting salaries. New responsibilities and performance indicators may be designed to respond to new issues and problem areas.

### **End of Appraisal Period**

Prior to assigning a rating, the Chief Administrative Officer obtains all of the information possible that supports the rating. This may include notes written during the review of progress or during the entire rating period, and further discussions with or communications from the department director.

A rating in pencil is made and a copy sent to the department director, which will serve as a basis of discussion during the formal performance appraisal interview.

During the formal performance appraisal interview, there should be a full understanding as to why a rating was assigned, particularly if performance is "below requirements." This is also the time to point out strengths and areas of exceptional performance. If there is additional information, which would warrant a change of the rating, the Chief Administrative Officer should note it and change the rating accordingly.

After a full discussion with the director, the Chief Administrative Officer has the rating typed onto the original form.

## 2. GENERAL PERFORMANCE FACTORS

Part II of the Managerial Performance Appraisal and Planning Program is comprised of a set of general performance factors under which all of the department directors may be evaluated. There may be a factor or factors that legitimately may not be evaluated for a particular department director, and these can be noted in the appropriate space.

Part II of this form is to be used to:

- a. Determine the general performance factors that will be evaluated during the next review period.
- b. Review progress for the factors in this section.
- c. Rate performance for the factors in this section.

### **Beginning of the Performance Rating Period**

The Chief Administrative Officer determines which performance factors will be evaluated during the review period. Those that do not apply must be so indicated on the form. A copy of Part II of this form is given to and discussed with the director at the same meeting wherein the work objectives in Part I are established. There should be a clear understanding of which factors will be evaluated and which factors will **not** be evaluated during the review period.

### **Review of Progress**

The same guidelines utilized in reviewing the progress for the major objectives and performance indicators are appropriate for this section and are to be utilized. Notations during the review phase are written in the "comments" section of the form. A review of progress will be scheduled semiannually.

### **End of the Appraisal Period**

Again, the same guidelines utilized in rating the major work objectives and performance indicators in Part I are to be utilized in Part II. One difference between the two is that in this part there are two additional rating criteria—"outstanding" at the top of the scale, and "unsatisfactory" at the bottom of the scale—which can be used to rate performance.

## 3. PERFORMANCE SUMMARY RECOMMENDATIONS

Part III is to be utilized at the end of the appraisal period for recording whether or not performance is satisfactory and, if appropriate, the granting of a salary increase. Also, the Chief Administrative Officer can opt to postpone the final review.

At the end of the rating period, the Chief Administrative Officer reviews all of the information in Parts I and II, and checks and/or completes the appropriate lines on this part of the form.

After the department director has reviewed his/her ratings, and signed the form, the employee is provided a copy and the original is placed in his/her personnel file. When salary adjustments are required the Chief Administrative Officer will notify the Director of Administrative Services who will assure that prompt and proper action is initiated.



<b>Subject:</b> City Internship Program	<b>Number:</b> 6-16 <b>Date Issued/Revised:</b> December 1, 1998
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Policy

At the initiation of the Chief Administrative Officer, or at the initiation of one or more appointing authority with the consent of the Chief Administrative Officer, an employee appointed to a position in a class in Exhibit 2 of the Salary Resolution may be assigned to perform duties in another department or division, or may have his/her duties exchanged with another such employee, for the purposes of job enrichment, cross training, to provide additional assistance to one or more departments during periods of additional workload, or to take advantage of an employee's unique or special skill and experience applicable to the assignment proposed.

Such assignment(s) shall be for a period of four months, which period may be extended by, or with the permission of, the Chief Administrative Officer for an additional two months. Employees participating in the program shall continue to receive the salary and benefits associated with and from the class and position to which normally assigned.

<b>Subject:</b> Holiday & Vacation Payoff for Unforeseeable Emergency	<b>Number:</b> 6-17
	<b>Date</b> <b>Issued/Revised:</b> March 4, 1999
<b>Responsible</b> <b>Department:</b> City Manager	<b>Approved:</b>

## Purpose

To provide a one-time opportunity for employees to cash out a portion of their accrued holiday and vacation leave, in the event of an unforeseeable emergency.

## Procedures

In the event of an unforeseeable emergency, as described below, an employee may request a one-time payoff of up to 200 hours of accrued holiday or vacation leave, subject to the approval of the City Manager.

For purposes of this order, an unforeseeable emergency is a severe financial hardship resulting from a sudden and unexpected illness or accident of the employee or dependent; loss of employee's property due to casualty; or other similar extraordinary and unforeseeable circumstances arising from events beyond the control of the employee. The decision of the City Manager as to whether or not an event meets this criteria is final.

The requested payoff shall exhaust all hours of accrued holiday leave before accrued vacation leave is eligible for payoff. The total number of hours requested shall not exceed 200.

<b>Subject:</b> <b>Communication With City Manager' s Office Regarding Audits of City Departments</b>	<b>Number:</b> 6-18
	<b>Date Issued/Revised:</b> <b>August 1, 2000</b>
<b>Responsible Department:</b> <b>City Manager</b>	<b>Approved:</b>

## Purpose

To establish a uniform policy for communicating to the City Manager' s Office a department' s involvement in audits other than audits performed by the City of Fresno' s (City' s) Internal Audit Program.

## Policy

It is the policy of the City that the City Manager' s Office, specifically the City Manager and Internal Audit, will be immediately notified of all audits (of any type) performed by persons other than Internal Audit staff. Further, the City Manager and Internal Audit will be kept current on audit results and receive copies of all documents provided to the City by the outside auditors, as well as the City' s response to the audit findings.

## Procedures

1. Upon notification of the intent to audit by the outside auditor, the department will forward all information received to both the City Manager and the Principal Internal Auditor. This information should include, but is not limited to, the agency/organization performing the audit, the audit representatives, the reason for the audit, audit period, and when the audit will take place. The department will also provide the name of the department staff who will be the primary contact for the audit.
2. Throughout the audit, the department will keep the City Manager and the Principal Internal Auditor informed of audit findings that are deemed significant.
3. Internal Audit will provide the department assistance in the form of advisory services during the audit, as needed.
4. At the conclusion of the outside audit, copies of all documents supporting the audit findings provided by the outside auditor will be forwarded to the City Manager and the Principal Internal Auditor.
5. Management responses will be forwarded to the City Manager and Internal Audit for consideration and comments prior to issuance in final form. Any comments will be provided to the department for consideration in revising the original response. The final response issued to the outside auditor will be delivered to the City Manager and the Principal Internal Auditor for their files.

<b>Subject:</b> <b>Contracts for Consultant Services</b>	<b>Number:</b> 6-19
<b>Responsible Department:</b> <b>City Manager</b>	<b>Date Issued/Revised:</b> June 1, 2002
	<b>Approved:</b>

## Purpose

To establish a uniform policy and procedure for selecting consultants providing professional services.

1. Section 3-109 of the Municipal Code authorizes the City Manager, or his/her designee, to contract for all services required by the City for which an appropriation has been made, including professional services, provided the contract involves an expenditure of City moneys of less than or equal to \$50,000. Consulting services contracts exceeding \$50,000, or not meeting the requirements of Section 3-109, must be approved by the City Council.
2. The purpose of this policy is to establish certain guidelines for the selection of these consultants, so the City of Fresno may efficiently obtain the most highly qualified and competent consultants who will be best able to provide the City quality services at the best value, in a timely fashion.
3. For purposes of this policy, the term “professional consultants” primarily refers to those persons who have specialized education and considerable experience in the field. Examples of professional services include, but are not limited to, architects, auditors, certified public accountants, engineers, landscape architects, management consultants, planners, surveyors, and construction project managers.

The term “consultant” may include individuals, partnerships, corporations, joint ventures or any other combination of firms or persons competent to perform the required services.

## Procedures

### Format of Solicitations

The format may be either a Request for Qualifications (RFQ) or Request for Proposals (RFP), or a combination thereof. The suggested format includes: scope of services; qualifications and information required from consultants for selection as outlined in this Administrative Order; reference to the City’s standardized contract, to local preference and, for certain federal projects, statement of the Disadvantaged Business Enterprise (DBE) goal.

## **Distribution Lists**

Departments are authorized to maintain files of names and brochures of the various consultants who have expressed a general interest in doing work for the City of Fresno, and to use such files for the purpose of mailing inquiries to various consultants as to their interest in the specific work or studies that the City may undertake from time-to-time. A list of consultants may also be maintained in the Purchasing Division. For all federally funded consulting services, departments shall contact the City' s Disadvantaged Business Enterprise (DBE) Program Coordinator in the Purchasing Division for potential DBE firms.

## **Minimum Distribution Requirements of Solicitations**

- A. Over \$50,000: A minimum number of five (5) RFQs/RPFs, shall be distributed, where possible.
- B. \$10,000 - \$50,000: A minimum number of three (3) RFQs/RFPs shall be distributed, where possible.
- C. Under \$10,000: The Department Director is authorized to make a selection after documented telephone or e-mail contacts of potential interested parties.

## **Advertising**

All consulting services of \$50,000 and above shall be advertised one-time in a local newspaper of general circulation (The Fresno Bee or Business Journal) at least five (5) days before the due date of the RFQ/RFP, unless a mass mailing of 100 or more notices occurs. Departments may also consider posting on the City' s website and on the websites of professional organizations, if allowed.

## **Selection Criteria**

Professional consultant services must be individually selected for a specific project based upon experience of the consultant, special knowledge of the subject matter, ability to perform the services in the time allowed, record of success on similar work, ability to operate well in the necessary discussions, presentations, coordination and cooperation related to the project, as well as fees to be paid.

The following factors may be considered and evaluated in selecting a professional consultant for a particular study or project:

1. Educational background of the consultant.
2. Relevant experience of the consultant.
3. Demonstrated record of success by the consultant on work previously performed for the City or similar work performed for others.

4. Individuals within the consultant' s organization who will have direct charge of work.
5. Whether consultant has adequate staff to perform the work within the time allowance.
6. The ability of the consultant to make effective public presentations of the report and/or design as may be required.
7. The ability of the consultant to work effectively with City staff, other public agencies, and related parties as may be required during the course of the design, study or other technical services.
8. Where appropriate, whether the consultant has adequate knowledge of local conditions.
9. Whether consultant has available experienced, capable and acceptable resource and design professional personnel as may be pertinent to the particular project.
10. Demonstrated continuing interest by the consultant in the success, efficiency and workability of the project after it has been placed in operation.
11. The record of the consultant in keeping costs within project budgets and estimates.
12. Ability of the consultant to furnish adequate and effective supervision services, where such services are an inherent part of a " package" of services for which the consultant is employed.
13. Ability to obtain applicable insurance or bonding for the project.
14. Overall costs for services, including hourly rates, level of professionals assigned, and hours to complete task.

### **Selection Process**

For all construction management, architectural or engineering services, up to and including \$50,000, the Director of the Public Works Department shall serve as the City Manager' s designee. For all other consulting services up to and including \$50,000, the Director of the requesting department shall serve as the City Manager' s designee. All contracts for professional services over \$50,000 are subject to Council approval.

To the extent possible and feasible, a Request for Proposal/Qualifications (RFP/Q) process will be used for selection. Consultants interested in a specific project may be screened if a greater number express interest than can be or should be interviewed for the work involved.

Interviews and selection for all construction management, architectural or engineering services shall be conducted by representatives of the Public Works Department and the departments that may be involved in the proposed facility. For all other types of consulting services the interview and selection shall be coordinated by the affected department having responsibility within the subject matter involved.

Where any project or study is of a special or unusual character, the City Manager may invite interested citizens and/or appoint other staff members to serve on an interview and selection committee.

All selections must comply with Fresno Municipal Code Section 3-109.1, which provides for a local preference for all projects not funded by the federal or state government. The provision generally provides a primary preference for all firms located within a 25-mile radius of Fresno City Hall, if there are three or more firms within the area that provide the specific consulting service requested.

### **Reports From Consultants for Public Access**

If the consulting service is for the purpose of producing a report or study, consultants shall make available to the City an electronic copy (PDF format) of the final product, which can be posted on the City's website for public access.

### **Monitoring Process After Selection/Award**

- A. Over \$50,000: A Purchase Order is required to encumber contracts awarded by Council.
- B. \$10,000 - 50,000: Departments will be responsible to provide written information to:
  - 1. The Purchasing Manager or designee for review that the requirements of this Administrative Order have been met and a contract has been executed; and
  - 2. The Purchasing Manager will keep a continuous log of consulting services contracts with pertinent information (such as name and address of consultant, type of services provided, and amount and date of contract).
- C. Under \$10,000: Departments shall keep their own record.

### **Exceptions**

To the extent possible and feasible, this process will be used for selection of consultants providing professional services. An RFP/RFQ process is not possible or feasible whenever a determination by the City Manager is made that the provision of services is time sensitive, an emergency exists, or services must be rendered before an RFP/RFQ process can be completed.

Such determinations will be the exception, not the rule. Each determination must be memorialized in writing and signed by the City Manager or a designated Assistant City Manager and maintained in the file for the subject contract.

<b>Subject:</b> Public Information & Media Relations	<b>Number:</b> 6-20
	<b>Date Issued/Revised:</b> January 15, 2003
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

To provide procedures and guidelines for coordinating and disseminating information to the public on behalf of the City of Fresno. The policy will be modified and expanded as necessary.

**Statement:** The City of Fresno shall provide timely and accurate information to keep the Mayor, Council, staff and community apprised of pertinent City issues, services and events. The City shall utilize appropriate and effective means to communicate its messages to both general and target audiences. This policy contains guidelines that will achieve the City's communications objectives and facilitate a successful working relationship with the local and regional media.

## Policy

1. Fully utilize the news and special interest media, the City cable television channel, and City website as effective means of communicating with citizens and target groups (including business sector, community leaders, homeowners groups, City employees).
2. Facilitate the timely flow of public information to appropriate media through an effective internal process that maximizes message consistency and factual accuracy.
3. Educate the community about how government works and encourage citizen participation in the policy-making process.

## Procedures

1. **General Public Communications**
  - a. Letters and opinion surveys designed for mass distribution shall be reviewed by and coordinated with the City Manager's Office for content and format analysis and for placement strategies.
  - b. All printed materials (fliers, posters, signs, pamphlets, brochures, advertisements, maps, presentation materials, etc.) designed for distribution to and/or viewing by the public shall be reviewed by the Public Affairs Officer prior to printing or copying.



## 2. **Media Response Philosophy**

- a. **Timely and Accurate Responses:** The City encourages accurate press coverage of programs, events and decisions that could be of interest and impact a significant segment of the community. In this regard, the City and the media have a mutual responsibility to provide accurate, objective information of City affairs to City residents. Inquiries from the news media are to be given a high priority and be responded to as quickly and efficiently as possible, consistent with Section 5 of this policy. Every effort should be made to meet media deadlines and to ensure that all information released is accurate and messages properly developed.

## 3. **Press Releases**

Press releases are any official written or verbal announcements initiated by the City to the media regarding official City business.

- a. **Responsibility.** All media releases relative to major citywide policies and actions shall be prepared and distributed by the City Manager's Office. Other departments may prepare their own releases in the following situations:
  - (1) Police and Fire departments, when providing fast-breaking news updates regarding major police and fire activity.
  - (2) Releases relating to specific departmental activities or special event, which do not have major citywide implications.
- b. **Assistance.** Upon request, the City Manager's Office will provide assistance with media releases prepared by those above. Other departments requiring press releases or technical assistance in preparing press releases should provide the City Manager's Office with written information pertaining to the topic as well as any special distribution list.
- c. **Release Preparation & Format.** Press releases shall be prepared according to the City's established format. A master file of press releases will be maintained by the City Manager's Office. A copy of all media releases distributed by any unit outside of the City Manager's Office should be forwarded to the City Manager's Office for inclusion.

## 4. **Release of Information Pertaining to Significant Issues & Events**

- a. **Definition of Issues.** It is the responsibility of department directors to notify the City Manager of significant events or issues that occur within their department, which may be of major interest to the general public or media. Such issues include, but are not limited to:
  - (1) An event/issue in an operating department or program that is controversial.
  - (2) Injury or death of a City employee while on or off official duty.
  - (3) Major malfunctions of a City facility that could impact the general welfare of the public or environment.

- (4) An unexpected work stoppage or inability to provide a critical City service.
  - (5) The arrest or conviction of a City employee, which may impact that individual's ability in successfully carrying out his/her professional responsibility.
  - (6) Major police or fire activities.
- b. **Reporting Procedure.** Once receiving the information, the City Manager will determine if it is necessary to contact the Mayor, City Council, other department directors and the City's Public Affairs Officer. If public release of information is deemed appropriate, the City Manager, in consultation with the department director and the Public Affairs Officer, will determine the most appropriate mechanism in notifying the press.
  - c. **Back-up Procedure.** If the City Manager is unavailable, the department director should contact the Assistant City Manager, then the Public Affairs Officer directly for dissemination of information. On those occasions when neither of these individuals nor an acting City Manager is available, the department director should use his/her own judgment in releasing information to the press on fast-breaking news stories.

## 5. Who Responds to Media Inquiries

- a. **Spokesperson.** The City Manager will respond directly or designate a media spokesperson to respond to an issue of major public significance to ensure that the information is disseminated quickly and accurately to all interested media sources. When such a designation is made, the City Manager will notify the appropriate department director(s) and the Public Affairs Officer to forward all inquiries regarding the particular issue to the appointed spokesperson.
- b. **Media Contacts to Staff.** Non-management employees shall refer media inquiries to their department directors. A department director may delegate an employee to respond to an inquiry because of her/his involvement with an event or issue. In such cases, the staff member should work with the department director and Public Affairs Officer **before the interview** to develop appropriate responses to anticipated questions.
- c. **Public Safety.** The Disaster Director (City Manager or Assistant City Manager) will work with the Public Affairs Officer to develop media responses in the event of major emergencies and disasters. A more detailed description of emergency public information procedures is contained in the City's Standard Operating Procedures (SOP). For other fast-breaking stories involving a major police/fire activity, the first media contact is the Police or Fire Chief or his/her designee, followed by the City Manager, public safety liaison and the Public Affairs Officer.

Throughout the entire chain of responsibility, it is essential that each individual involved in providing information to the media is kept abreast and briefed on the status of the event as it occurs. The chain of command can be modified to expedite release of crucial information.

## 6. What to Do When Contacted by the Press

Given the City's policy to respond to media inquiries as quickly as possible, staff should give priority to media calls by alerting their respective department director of media inquiries.

- a. **Determine Nature & Focus of Story.** For those assigned to respond to media inquiries, it is important to determine the focus of the story as well as the specific information desired by the reporter. What may seem to be an "innocent" information request, oftentimes can turn out to be a front-page story, distorting the data supplied by the City. That's why it is always important to determine the reporter's focus and slant.
- b. **Notification Procedure.** Any designated staff member (management or non-management) who responds to a media inquiry, provides an interview, appears on a radio or television program, etc., shall notify the City Manager and the Public Affairs Officer, either by phone or written memo.

Regarding controversial matters, the City Manager and/or Public Affairs Officer must be consulted **before** conducting the interview. This gives the spokesperson the opportunity to review anticipated questions and to formulate and properly position appropriate responses.

Departments that have ongoing daily contact with the media are not required to follow the notification procedure for every media contact, only those that involve significant issues of concern.

## 7. Media Etiquette

There are some very important "do's" and "don'ts" that should be observed in strengthening the relations between City Hall and the local media.

- a. **Responding to Council Actions.** Designated staff should not publicly make judgmental comments regarding individual Council Members, Council actions, City administration or official City policy when responding to media inquiries. They should also refrain from anticipating an action or position that has not been formally taken by the City Council or City. Any inquiry regarding "why" an individual Council Member voted in a particular manner on a specific issue should be forwarded to the Council Member in question.
- b. **Scope of Response.** Designated staff members should not respond to media inquiries that are not directly related to carrying out their professional responsibilities. If such a media inquiry is made, they should assist the media in receiving the needed information by referring the source to the Public Affairs Officer.

## 8. Public Issues

Most city records and official City meetings are open to the public and media. The media are no more or less privileged than the general public in being provided access to City Council meetings and City records. While City operations need not be disrupted or extraordinary accommodations made to provide access to public records, it should be emphasized that adequate information

provided to the media or the public is beneficial both to the citizens and the City in carrying out its public information efforts.

- a. **Attendance at Meetings.** The media and public are encouraged to attend and report on actions taken at Council meetings, workshops, and commission meetings.
- b. **Closed Sessions.** Public and media attendance is **not** allowed at closed Council sessions dealing with litigation, security, negotiations or personnel-related matters.
- c. **Litigation Issues.** Designated staff members shall not respond to media inquiries regarding an issue involving City litigation or render personal or legal opinions on City policies or activities. If in doubt, the City Attorney should be contacted for clarification before responding to a media inquiry.

9. **Correcting Misinformation.**

The City has an obligation to clarify or correct any information released by the media that contains inaccuracies or quotes taken out of context relating to a City issue.

- a. **Factual Discrepancies.** The Public Affairs Officer shall contact the media when a story has been published or aired containing factual error that significantly impacts the public's perception of the issue being addressed. Managers are encouraged to notify the Public Affairs Officer immediately when they believe incorrect information is being communicated by the press regarding a City issue or program.
- b. **Editorial Discrepancies.** Managers should contact the Public Affairs Officer when there is evidence that a specific editorial comment or news story has been published or aired that does not appropriately represent a balanced perspective of the issue being discussed. The City Manager, in consultation with the Public Affairs Officer, will determine when an official City rebuttal or response is appropriate.
- c. **Letters to the Editor.** Department directors who believe an official City rebuttal is warranted regarding a news story should discuss the issue with the City Manager's Office. They will determine if a response is appropriate, as well as who should prepare and sign the letter. The City Manager must authorize and review all letters sent to editors on official City letterhead and/or by an employee who is acting in an official capacity commenting on city issues or programs.
- d. **Responding as Private Citizens.** City employees who choose to contact, initiate or respond to City-related news stories as private citizens shall not prepare such responses on City time, by City phones, on City stationery, or mail at City expense. If responses or letters indicate the employees' City affiliation or title, such responses or letters shall not intimate that the response is on behalf of the City. Use of City facilities or supplies is prohibited. These guidelines also apply to employees responding to or initiating press contacts as official representatives of City-sanctioned employee groups.

10. **Advertising**

- a. **Display Advertising.** The City Manager's Office coordinates development and placement of media advertising to promote City programs, services, events and issues. All requests for advertising must be submitted to the City Manager's Office, which will coordinate copy development, graphic design, and media placement with the requesting department. This policy does not apply to employment and legal advertising, which will be coordinated by the appropriate departments (i.e., Human Resources and City Clerk, respectively).
- b. **Public Service Announcement.** The City Manager's Office is the central coordinator for developing and placing public service announcements with the broadcast media (radio, TV and cable). PSA spots are announced free by the media as a community service. Two-to-three-week lead times are desired by most stations. All requests for PSAs must be submitted to the City Manager's Office, which will coordinate copy development and placement with the requesting department.

<b>Subject:</b> Citywide Dress Standards	<b>Number:</b> 6-21 <b>Date Issued/Revised:</b> November 16, 2001
<b>Responsible Department:</b> City Manager	<b>Approved:</b>

## Purpose

The City of Fresno is a large and diverse service provider for the City. Maintaining a professional appearance while serving our internal and external customers is important to our mission. This policy statement and related guidelines have been developed to promote professionalism in an office setting on a day-to-day application within the City and within its field encounters with the public.

## Policy

It is City policy that all employees assigned to an office work area must wear attire suitable and appropriate for a professional office setting. Staff assigned to field duties must wear attire suitable and appropriate for field duties.

**General Policy Guidelines:** Clothing should be clean, neat, and in favorable condition. Suitable undergarments should be worn. Personal hygiene should be practiced.

The City Manager will rely on employees to use good judgment in their day-to-day application of these guidelines within the City's office settings and within its field encounters with the public.

**Good judgment must be exercised to accomplish the professional appearance standard of this policy.**

This policy is subject to review and refinement on a periodic basis. Any questions or concerns should be brought to the attention of Department Directors.